

### **CLUB MANAGER'S FINANCIAL CHECKLIST**

**PURPOSE:** To help club management discover root causes to financial problems and develop corrective solutions resulting in increased profits and additional revenue to fund capital requirements.

**SCOPE:** This guide applies to all club management staff who have the responsibility for identifying , correcting and solving club financial problems

**GENERAL:** The *Club Manager's Financial Checklist* is designed as a quick reference to help management and supervisory personnel discover possible root causes to financial difficulties. It does not address all the possible causes of financial problems, but contains general questions pertaining to the club's major cost centers (administration, dining, catering, bar, etc.) where efficiencies and cost savings can be found.

**GUIDANCE:** Questions that lead to cost savings and additional revenues:

#### **ADMINISTRATION:**

- Are cashier hours of operation minimized and services offered at all other points- of - sale?
- Are signs posted indicating hours of operation for all areas and where services are available?
- Has all the on-duty staff been trained to handle administrative support as clubs card pick up, payments, etc.?
- Is there a clearly marked drop box for payments?
- Can the cashier handle other duties such as operations, administrations, catering assistance, etc.?
- Can the cashier or operations clerk double as catering manager?
- Are catering hours limited and hours posted?
- Is the manager working irregular shifts, particularly two evenings at week (Friday & Saturday) to reduce night managers and oversee special/official functions?
- Are custodial hours minimized and work accomplished in the early morning or evening?

- Are all staff tasked with on-the-spot clean up duties as needed throughout the day and evening?
- Are all on-duty staff used to restock inventory?
- Is Quick Shot Bingo offered at all points-of-sale? Are numbers drawn every day?
- Are job descriptions written in such a way that the manager can use employees as required?

## **DINING:**

- Have menus been thoroughly costed out within the last six months to achieve 40-42% Cost of Sales (GOSS) for full service and 30-35% for fast food/pizza operations?
- Are menus been thoroughly costed out within the last six months for cyclic presentations and elimination of slow moving items?
- Is FoodTrack fully utilized?
- Are all food service personnel flexible category employees rather than regular category employees?
- Are cafeteria style line items reduced to no more than two daily choices?
- Are cafeteria servers trained on portion control?
- Are available food services limited to either full service, cafeteria, or buffet style per meal rather than combinations?
- Has the Prime Vendor distributing agent been contacted within the last month to review food products for best price quantities, pre-prep items, and product ideas?
- Have pre-prep items been maximized to reduce prep labor?
- Has self-service salad bars been reviewed for replacement with served salad on full service menus?
- Is wine displaced on tables with full service dining?
- Is there a wine incentive program in-being in the dining room?
- Are food servers “really” trained on add-on sales -- wine, dessert, appetizers? Is there an incentive program to make it worth while for the food servers to “push” these items?
- Are combo menus maximized like McDonalds, Burger King, et al, including beverage?

- Do you have a two-tier pricing system if open-to-all (non-members)? Do members receive a discount?

## **CATERING:**

- Have you considered changing the gratuity (service charge) from 15% to 20%?
- Have you considered changing the gratuity split to 10% club - 5% servers?
- Are official functions for APF payment maximized? Are separate party sheets used for official functions --(1) without food/beverage and (2) with food/beverage?
- Are handout catering brochures available?
- Are buffets emphasized (maximizes profit/limits labor)?
- Has the catering menu been really priced-out and reviewed within the last 6 months?
- Are special function/party sheets, including attachments if necessary, complete in every detail--set up drawings, beverage, itinerary, special requirements/arrangements, etc..?
- Are you just loading labor on functions to cover inefficiency or is everyone trained and has a roll to play in the function?
- Are you absolutely confident that your catering function is the BAST SHOW in town for the price? Do you perform market surveys to be sure?
- Is the caterer maximizing the availability of amenities and charging for these services?
- Do servers encourage champagne and other wine sales? Are holders available?
- Do servers know how to serve champagne and wine cork and all? Better yet, is the manager doing it?
- Is house wine available and promoted?
- Is someone running (in-charge) the “show” to ensure it is a good one and labor is cut as soon as possible?
- Are conference functions promoted/advertised, including availability of equipment (projector, screen, etc.)?
- Is a 24-48 piece VIP china and flatware setting available for VIP and other functions for a charge (96 piece Command set available upon request)?
- Are you providing a “top quality show,” set-up, meal presentation, service staff appearance, cosmetics, decor--for a fair price?

- Is the caterer emphasizing add-on sales?
- Are you confident that you are getting 42% - 45% Cost of Sales (COSs) and that labor is maintained below 40% on all functions?
- Are you maximizing use of volunteer groups (spouse groups, heritage groups, PME, squadron private organizations, etc.) for special function decor, arrangements, host table decorations, etc.?

## **Bar:**

- Have you limited liquor inventory and eliminated old, unopened stock? Offer it as promotions/prizes?
- Are you down to a two-tier (well and call only or call and top shelf only) bar system inventory?
- Have you placed premium brands in the well, increased the price 10% - 12% and advertised the better brands?
- Does all open stock have posi-pourers?
- Has the bar. stock been costed out within the last six months to ensure 28% COS?
- Is the bulk sales and keg beer inventory stock minimized? Are disposable taps available or deposit charged?
- Is the manager personally conducting the inventory or at least monitoring it? Is the manager directly involved or monitoring (spot -checking) the receiving function?
- Is someone ensuring servers are taken off the clock when not needed?
- Have you got a good bar snack/bar. food service? Is it right out front for the customer to see?
- Have beer taps been eliminated and bottles sales only in being?
- Are 750 bottles used exclusively and are bartenders getting 30-32 shots per bottle?
- Are bartenders aggressive in promoting specialty drinks? Is there an employee incentive to promote it?
- Is pricing clearly posted?
- Are table tents for Speciality drinks being used?
- Have reduced bar price hours been reviewed? Are you opening too early and closing too late (normally do not close before the posted hours)?
- Are you offering reduced bar prices immediately upon opening? Should wait 30 minutes

- Can the bartender double as night managers on slow nights and have closing responsibility?
- Are all bartenders and servers flexible employees?
- Are servers really trained to push “add-on” sales and/or specialty drinks?
- Are the use of barbacks limited?

### **Other:**

- Is there an admission charge to entertainment for non-members?
- Is on-the-spot membership available?
- Have you prized-out breakfast and is it profitable?
- Have full service dining hours been reduced?
- Has Sunday brunch been reviewed?
- Are promotion and entertainment expenses kept below 6%?
- Is your lounge “the place to be”?
- Are you using pack sales for bingo?
- Have you considered consolidated catering with the other club on base?
- Is your club metered for utilities?
- Have energy efficient lights been installed?
- Has CE completed a utilities review this year or a commercial utilities conservation review been accomplished?
- Is the marketing section used to the full extent?
- Have you really looked at early morning labor?
- Has the Resources Flight been contacted to see about later daily deposits to reduce morning labor? (Maybe someone in the Flight can be scheduled to stay later.)
- Have you considered closing on Sunday and/or Monday?
- Are you using the NAFFA to analysis problem areas not within approved profit ranges?
- Have your delivery service been reviewed? Are drivers on contract? Are they using their own vehicles?

**SUMMARY:**

You probably have participated in your share of cost reduction and revenue generating efforts. This checklist is geared to only “generate ideas” of where savings can be found. Remember, cost reductions all go straight to the bottom line. Even if you are not having financial problems, this checklist should be reviewed and periodically because we all want to give our members valued added goods and services.